

Economic Development

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2001 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at April 3, 2001 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[ORIGINAL SIGNED]

Mark Norris, *Minister of Economic Development*
April 10, 2001

INTRODUCTION

Over the last seven years, Alberta's economy expanded significantly. Economic growth averaged 4.6% a year. Almost 293,000 new jobs were created. Investment and exports increased and the economy diversified significantly. According to the Centre for the Study of Living Standards, Alberta's total economic productivity increased at an average annual rate of 2.11% between 1989 and 1998, which was the highest rate in Canada.

Alberta's demonstrated economic strength does not guarantee continued success for the future. Decisions need to be made today to sustain our economic future. Alberta Economic Development (AED) leads the Government of Alberta in taking these necessary steps. In this role, the department coordinated the development of Alberta's new economic strategy *Get Ready Alberta – Strengthening the Alberta Advantage*.

The world is changing quickly. Globalization, fluctuating commodity prices, changing technology, the rapid growth of the internet, workforce and skill shortages, and competing land use issues are very real challenges. Continued strong performance is predicated upon the ability of the province to turn challenges to opportunities and opportunities to sustainable growth and prosperity.

Alberta Economic Development has three primary focuses to address these challenges:

- Working with the Alberta Economic Development Authority (AEDA), the private sector and across other departments and governments, AED provides strategic leadership for Alberta's economy by identifying the constraints to, and opportunities for, economic sustainability.
- With the increasing integration of the world economy, capital, people, and knowledge can move more easily; new economy businesses can locate anywhere. Alberta must focus on maintaining a business environment that is globally competitive and fosters sustained economic growth. To address these challenges AED is developing strategies to focus on key value added sectors that offer the greatest return. The department also continues to lead Alberta's International Marketing Strategy (AIMS). AIMS articulates the geographic markets where government resources will be focused.
- Alberta Economic Development's mandate also includes tourism. Tourism is a unique industry due to the diverse stakeholder group, and the involvement of all levels of government. These factors contribute to the complexity of issues such as recreational and tourism land use, national parks development, and future growth of the tourism industry. AED identifies challenges and develops and advocates integrated solutions. AED also works closely with the Strategic Tourism Marketing Council, and through Travel Alberta, to deliver international and regional marketing initiatives consistent with the Strategic Tourism Marketing Plan.

In addition to the department, the Ministry of Economic Development also includes the Alberta Economic Development Authority, the Strategic Tourism Marketing Council, and the Travel Alberta Secretariat.

The Alberta Economic Development Authority consists of over 90 volunteers from the private sector and acts as a high-level policy advisory group to the government concerning key economic development and industry competitiveness issues. This unique relationship with the private sector ensures Economic Development's goals are achieved in partnership with business and industry.

The Strategic Tourism Marketing Council, made up of volunteers from the tourism industry and the provincial government, establishes the Strategic Tourism Marketing Plan. The

Council is a cooperative effort between government and the private sector with a mandate to maximize the effectiveness of investments to increase tourism activity within Alberta.

The Travel Alberta Secretariat consists of a small group of marketing professionals that provide assistance to the Council and are responsible for implementing and coordinating the strategic marketing plan.

VISION

Alberta is the best place in the world to live and do business.

MISSION

To promote Alberta's continuing prosperity.

VALUES

Alberta Economic Development is committed to building and maintaining strong partnerships and alliances with Alberta businesses and communities to facilitate the development of Alberta's markets, international trade, investment attraction, and tourism. We provide competitive and market intelligence and bring business solutions to issues faced by Alberta businesses. Our future lies in capturing new ideas, work processes, and the promotion of best practices so we can help Alberta businesses successfully compete in the global marketplace.

We value service and results orientation, accountability, and creativity in our employees. We respect each other's skills and expertise, and encourage the sharing of knowledge between colleagues to increase individual expertise, competitive intelligence, and technical capabilities. We adhere to the principle of fairness in our business dealings with our clients and each other. We value our products: The delivery of the right information in the right timeframe to impact industry investment decisions.

CORE BUSINESSES

Focusing on our primary clients*, we work to achieve our mission across the province by concentrating on the following three core businesses:

Core Business 1: *Strategic Leadership for Economic Development Policy and Planning*
- Provide strategic leadership for Alberta's economic development.

Core Business 2: *Market Development and Investment Attraction*
- Promote increased trade of Alberta goods and services, and attract investment to Alberta.

Core Business 3: *Tourism Marketing and Development*
- Stimulate the growth of Alberta's tourism industry.

Core Business 1: The department, in partnership with the Alberta Economic Development Authority and the Council of Economic Development Ministers, focuses on the key economic performance challenges and opportunities facing the province. Together, we

* Primary Clients - Those enterprises with the desire and resources available to achieve growth within Alberta.

identify diverse opportunities and strategically map out markets and sectors that make the greatest difference to Alberta's economic performance. Current challenges facing our continued economic prosperity include workforce and skill shortages, changing technology, the rapid growth of the internet, a competitive global marketplace, competing land use, resource limitations and intense competition for investment.

Core Business 2: The department's market and industry development has four main components. The first component is trade development, specifically the export of Alberta's manufactured/value-added goods and services. Working closely with companies that export from Alberta, the department provides market intelligence, facilitates business contacts and increases awareness of Alberta and companies capabilities in our primary and secondary markets as outlined in table 1. We offer services through a network of international and Alberta-based offices.

TABLE 1 GEOGRAPHIC PRIORITY MARKETS AS DEFINED BY ALBERTA'S INTERNATIONAL MARKETING STRATEGY

	GROUP A	GROUP B
North America	United States Mexico	
Asia-Pacific	Japan China South Korea Taiwan	Australia Hong Kong
European Union	Germany United Kingdom	France Netherlands
South America		Argentina Brazil Chile Venezuela
Mid East & South Asia		India Iran Saudi Arabia

Group A are high priority markets and where the bulk of the department's international marketing resources are focused. Group B represents important markets for Alberta's exports with significant potential for the future.

A second component of the business is investment attraction. The department markets Alberta both domestically and internationally as a desirable location for increased investment, locating/relocating businesses and skilled workers, in targeted sectors. The department provides information to companies and individuals who may be interested in expanding or locating in Alberta that help companies assess Alberta and select an appropriate destination.

The third component is directed at fostering development throughout all regions of the province. The department provides economic information about Alberta communities, encourages best practices among local economic development officers, supports regional alliances and encourages the retention and expansion of businesses and investment in small town Alberta.

Finally, the department works closely with industry associations and other governments to encourage industry growth, particularly in the key sectors as outlined in Table 2. The department monitors the business climate for value-added sectors, provides strategic information to companies, and participates in projects that encourage the private sector to grow and expand in Alberta. The department focuses on key issues affecting productivity and industry competitiveness.

TABLE 2 STRATEGIC APPROACH FOR VALUE-ADDED SECTORS

SECTOR	STRATEGIC APPROACH	PRIORITY MARKETS	
		Investment	Exports
Aerospace	- Facilitate industry training and encourage the development of process and product technologies. - Support the identification and pursuit of local, national and international business opportunities. - Encourage strategic alliances and facilitate investment attraction.	United States	United States
Agriculture and Food	- Position priority products and deliver services in priority markets in cooperation with clients and stakeholders. - Introduce new Alberta exporters and agri-food products to the marketplace. - Conduct targeted market research and provide market intelligence to clients and stakeholders.	United States, Japan, Taiwan, Hong Kong, China, Netherlands, Germany, U.K.	United States, Japan, China, Taiwan, Korea, Mexico
Architecture, Engineering and Construction	- Facilitate the development, acquisition or application of new technologies and business best practices. - Facilitate the formation of business alliances and increased collaboration with manufacturing industries. - Support the identification and pursuit of opportunities for local industrial projects and International Financial Institution (IFI) funded projects.	Canada, United States, Germany, U.K.	United States, Mexico, Brazil, Venezuela, Persian Gulf Region, China
Building Products	- Encourage export readiness, and support the identification and pursuit of international marketing opportunities. - Encourage development and investment in innovative, energy efficient environmentally friendly value-added building products and systems. - Partner with industry associations to promote their growth and address trade and regulatory barriers.	Canada, United States, Germany	United States, Japan
Environmental Products and Services	- Promote Alberta's Environmental Products and Services sector to pursue targeted international markets. - Assist sector firms to identify, develop, acquire, transfer, and apply new technology and processes to maintain and enhance competitiveness and pursue new markets. - Partner with sector industry associations to promote their growth and complement their priorities and activities.	Canada, United States	United States, South America, SE Asia, Mexico
Healthcare Products and Services	- Facilitate the development and application of new technologies. - Facilitate training and education in product development, commercialization and manufacturing. Facilitate the formation of business alliances for the financing and pursuit of international markets. - Leverage of procurement opportunities for the testing and introduction of new products.	Canada, United States, Germany, U.K.	United States, Europe, Japan
Information, Communication and Technology	- Promote Alberta as a preferred location for technology research and development, commercialization, and investment. - Work with industry to create an environment that grows, attracts and retains high technology businesses and highly skilled workers. - Form collaborative international agreements in technology-related research and development and technology commercialization.	Canada, United States, Southeast Asia (Singapore, Taiwan, Japan, Korea), China and Europe (Belgium, Germany, France)	United States, Southeast Asia, Europe

TABLE 2 STRATEGIC APPROACH FOR VALUE-ADDED SECTORS (continued)

SECTOR	STRATEGIC APPROACH	PRIORITY MARKETS	
		Investment	Exports
Industrial Machinery and Equipment	• Support the identification and pursuit of supply opportunities in local, national and international markets. • Encourage movement up the value chain. • Facilitate the effective and efficient use of technologies, processes and systems, and the attraction of investment.	Canada, United States, Germany	United States, Mexico, Brazil, Venezuela, China, Australia, North Africa, India and Persian Gulf
Petrochemicals	• Encourage companies to invest, cooperate and seek synergies that will strengthen the entire sector. • Advocate policies in Alberta which facilitate growth of the industry. • Promote partnering and alliances, with other groups, and other sectors of the economy.	Canada, United States, Germany, U.K., France, Japan	United States and Asia
Value-Added Wood Products	• Work with industry and other departments to implement a long term forest products strategy. • Promote partnering and alliances between primary and secondary wood product sectors. • Develop export market and market access information for specialty wood products in key markets.	Canada, United States, Asia	United States, Japan, SE Asia, Europe

Core Business 3: Tourism is a unique industry with significant potential for Alberta. The department's core business is to market Alberta as a global destination, deliver information to visitors through a variety of means and develop the industry's tourism product.

In conjunction with the Strategic Tourism Marketing Council and regional destination and marketing organizations, the department uses Travel Alberta to deliver regional and international marketing programs. The department also fulfills requests for information through Visitor Information Centres, a call center and Travel Alberta's website (www.travelalberta.com). The department also helps to develop the industry by carrying out research, developing tourism policies and providing information to industry that helps to position new tourism products in Alberta.

The rolling three year Strategic Tourism Marketing Plan provides the marketing focus of the Alberta tourism product. This focus consists of four geographic regions that reflect consumer interest in Alberta tourism products as detailed below.

GEOGRAPHIC REGIONS	PRIMARY TARGETS
Americas	• California, Texas, Illinois, Pacific Northwest, British Columbia, Saskatchewan and Ontario
Asia Pacific	• Japan, Taiwan, Australia
Europe	• U.K., Germany, Switzerland, Austria
Alberta/Regional	• Province Wide

GOALS AND KEY STRATEGIES

The department works in partnership with the Alberta Economic Development Authority, the Strategic Tourism Marketing Council, businesses, industry associations, and other provincial departments and governments to achieve the following goals related to its core businesses.

GOAL 1: ALBERTA HAS A VIBRANT AND VERSATILE ECONOMY

OBJECTIVE	KEY STRATEGIES
1. Ensure the most important challenges and opportunities facing the Alberta economy are addressed.	• Lead the implementation of the Cross Ministry Economic Development Strategy and participate in other Cross Ministry initiatives that influence the province's prosperity. • Provide support to the Alberta Economic Development Authority and its committees. • Support the work of the Council of Economic Development Ministers. • Assess the drivers of Alberta's competitive position and ensure integrated policies are developed to maintain the Alberta Advantage. • Monitor and communicate results of long-term trends for the Alberta economy. • Provide business and economic information to support our stakeholders in their decision-making processes.

GOAL 2: ALBERTA'S BUSINESSES, COMMUNITIES AND INDUSTRY SECTORS ARE GLOBALLY COMPETITIVE

OBJECTIVE	KEY STRATEGIES
1. Increase exports of Alberta manufactured/ value-added goods and services.	• Provide competitive intelligence, market information and knowledge to support companies in identifying and accessing marketing opportunities within target markets. • Create partnership networks and alliances to increase Alberta-based companies leverage in target markets. • Showcase Alberta abroad to support market entry by Alberta exporters and to promote the province as an attractive place to invest. • Promote capabilities, products and services of export-ready Alberta businesses in international markets. • Support Alberta companies pursuing capital projects financed by International Financial Institutions (IFIs) by promoting an awareness of Alberta within IFIs, providing market intelligence on IFI opportunities, and building industry awareness of IFIs' role in trade and investment.
2. Increase the number of investment leads generated and serviced within target markets.	• Promote Alberta as a preferred location for new and expanding business sites, focusing on companies, capital and people. • Promote Alberta as a preferred market for capital investment. • Promote Alberta as a preferred location for business immigration and skilled workers.

OBJECTIVE	KEY STRATEGIES
3. Increase participation of Alberta communities in regional economic development.	• Based upon the priorities of Alberta communities, facilitate the creation of new regional economic development alliances and strengthen existing regional alliances throughout Alberta and project-specific alliances in the major metropolitan regions. • Attract business and investment throughout the province by linking our investment and information services with communities and regions. • Encourage the adoption of best practices in economic development within Alberta's regional and municipal communities. • Provide Alberta businesses and regional organizations with current and meaningful business information. • Provide information and services that assist the development of small Alberta businesses through innovative means such as The Edmonton Business Link, the Calgary Business Information Centre and SuperNet. • In partnership with Aboriginal organizations, encourage small business development formation and tourism development.
4. Increase the competitiveness of Alberta's value-added sectors.	• Address policy challenges and opportunities for value-added industries. • Provide industry competitive intelligence to assist Alberta companies in becoming globally competitive. • Facilitate partnerships, networks and alliances to support industry sector growth. • Facilitate and encourage the development, acquisition or application of new technologies and business best practices. • Service the growing needs of the ICT sector and other advanced technologies sectors through a co-funding relationship with Innovation and Science. • Promote the growth and strength of the agriculture and food sector by leading trade development activities in cooperation with Agriculture, Food and Rural Development. • Assist the film industry to develop a report card on the performance of the film sector in Alberta. • Promote improved effectiveness of moving materials and products domestically and internationally.

GOAL 3: ALBERTA IS A GLOBALLY COMPETITIVE TOURISM DESTINATION

OBJECTIVE	KEY STRATEGIES
1. Increase Alberta's share of visitors and revenue from targeted Canadian and international markets.	• Develop and partner marketing programs in Alberta, nationally and internationally through Travel Alberta, that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council. • Establish and/or manage cost-effective contracts through Travel Alberta to deliver marketing programs in Alberta, with Tourism Destination Regions, and nationally/internationally as required. • Deliver value-added support services to the tourism industry including the distribution of visitor information through visitor information centres and the call centre; tourism research; and images resource centre. • Develop and maintain an effective customer focused Alberta tourism website(s).

OBJECTIVE	KEY STRATEGIES
2. Facilitate the growth and expansion of marketable tourism product.	• Address tourism issues such as regulation/policy, access to land, infrastructure, and product enhancement that impact growth, expansion and marketability. • Commence implementation of the AEDA report on a long range tourism development strategy for Alberta. • Coordinate provincial government input and involvement on national parks issues. • In cooperation with Alberta Environment, develop and implement a tourism business strategy for Provincial Recreation Areas and Parks. • Provide information and expertise to facilitate the development of new and expanded tourism products.

SUPPORT SERVICES

The Ministry's mandate includes responsibility for three distinct but complementary core businesses. The strategies and actions are undertaken to carry out these businesses and are supported by finance, human resources, administrative and information technology services. Some key department initiatives that will be undertaken within the department will fall in these areas and include:

- Enhancing the collection, management, and dissemination of the department's information and knowledge.
- Implementing innovative and responsive human resource programs and services to ensure the availability of a highly competent workforce in the department.
- Implementing the department's comprehensive performance measurement framework.
- Supporting Cross Ministry initiatives including the Alberta Corporate Service Centre Initiative and a Corporate Human Resource Development Strategy.

CORE PERFORMANCE MEASURES

Alberta Economic Development has developed a comprehensive department performance measurement framework to increase accountability and demonstrate how department activities contribute to broad economic outcomes. The diagram below shows the framework that follows a logic model and measures performance in areas of inputs, critical business processes, outputs, outcomes, and impacts. The model is currently being implemented in a staged approach throughout the department.

PERFORMANCE MEASUREMENT FRAMEWORK



Alberta Economic Development publishes the following two types of performance indicators in the business plan:

- **Output measures** reflect directly on the performance of the department. Through department initiatives and activities, specific results (outputs) are achieved that in turn contribute to a stronger economy.
- **Outcome measures** reflect the performance of the Alberta economy as a whole. The department's activities, in partnership with other stakeholders, influence these indicators.

Input and core business process measures are not included in the business plan as they are developed for management reporting to assist in program and service evaluation. All satisfaction surveys contained in the business plan follow rigorous and objective processes to ensure reliable and valid results.

GOAL 1: ALBERTA HAS A VIBRANT AND VERSATILE ECONOMY

OUTCOME INDICATORS:

1. **Alberta's Gross Domestic Product** - GDP values are adjusted for inflation at market prices (constant 1992 dollars).

	Estimate 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Business Plan						
Real GDP (\$ billion)	103.8	110.1	115.1	119.7	124.5	129.5
% Growth	3.6	6.1	4.5	4.0	4.0	4.0

Supplemental Information: The structure of Alberta's economy in terms of GDP by industry over a 10 year period. Alberta's GDP will also be compared with other provinces, the national average, and where appropriate, with international jurisdictions.

2. **Employment Growth** - The annual average number of Albertans employed.

	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Business Plan						
Employment (thousands)	1,553	1,588	1,638	1,688	1,743	1,798
Net New Jobs (thousands)	38	35	45	50	55	55
% Growth ¹	2.5	2.3	2.8	3.0	3.3	3.2

Supplemental information: Employment growth by industry. Alberta's total employment growth will also be compared with other provinces, the national average, and where appropriate, with international jurisdictions.

¹ GDP growth targets should be higher than employment growth to reflect gains in labour productivity.

OUTPUT INDICATORS:

1. Client satisfaction with overall department services.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Client satisfaction	90%	95%	95%	95%	95%	95%

2. Utilization of department's website and satisfaction with publications.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Total number of user sessions on AED website	75,806	80,000	85,000	90,000	95,000	100,000
% of user satisfaction with website	Not available	In 2000/01, baseline data will be collected which will be used to set future targets				
% users satisfaction with AED publications	Not available	85	90	95	95	95

GOAL 2: ALBERTA'S BUSINESSES, COMMUNITIES AND INDUSTRY SECTORS ARE GLOBALLY COMPETITIVE

OUTCOME INDICATORS:

1. Manufacturing and Service Industry Investment - The value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Investment (\$ billion)	10.8	10.2	10.6	11.0	11.4	11.9

Supplemental information: Investment by sector.

2. Manufacturing and Service Exports - The value of Alberta's international (outside Canada) exports of manufactured goods and services.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Exports (\$ billion)	16.3	20.4	22.4	24.2	26.1	28.4
% Growth	10.9	25.0	10.0	8.0	8.0	9.0

Supplemental information: Exports by sector and exports of manufactured goods as a percentage of total exports and GDP. Goods exported as a percentage of GDP will also be compared with other provinces, the national average, and where appropriate, with international jurisdictions.

- 3. Manufacturing Shipments** - Total annual value of all manufacturing shipments by Alberta companies to other provinces, countries and within Alberta.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Shipments (\$ billion)	35.4	41.1	44.0	46.5	50.0	53.8
% Growth	5.8	16.1	7.0	7.0	7.5	7.5

Supplemental information: Alberta's manufacturing shipments as a percentage of Canada's total shipments. This will also be compared with other provinces, the national average, and where appropriate, with international jurisdictions.

- 4. Food and Beverage Exports** - The value of out-of-country exports of food and beverage products.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
International Food & Beverage Exports (\$ billions)	2.0	2.4	2.7	2.9	3.3	3.7
% Growth	13.2	18.2	12.5	7.4	13.8	12.1

- 5. 'Net New Business Increases'²** - The increase in the number of businesses in Alberta.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Net New Business Increase (thousand)	23.0	27.0	28.0	28.5	29.8	31.2
% Growth	4.4	18.8	3.7	1.8	4.6	4.7

- 6. Number of 'Export ready'³ and active exporting companies in Alberta.**

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Number of 'export ready' companies	1,300	1,400	1,500	1,600	1,700	1,800
Number of active exporters	1,823	2,200	2,500	2,800	3,100	3,400

² 'Net New Business Increase' is an approximate increase in the number of businesses based on the difference between new incorporations and business bankruptcies.

³ 'Export ready' includes companies who have an export plan and have committed resources to exporting, but are not actively exporting.

7. To be the most cost effective location in North America in selected value-added sectors. To be cost effective, Alberta should have a ranking value in the top five for overall business competitiveness which includes the following components:

- initial capital costs for land acquisition and building construction;
- total annual labour costs, including all benefits;
- office lease and occupancy costs;
- electricity costs;
- transportation costs;
- telecommunications costs;
- interest and depreciation charges;
- federal, regional, and local taxes levied on corporations, including significant non-discretionary tax incentives;
- and additional discretionary tax and financial incentives.

These rankings are based on the KPMG custom cost model developed for use by AED in evaluating the cost competitiveness of Alberta business locations. The model examines location-sensitive costs and taxes for six Canadian cities (Calgary, Edmonton, Vancouver, Toronto, Ottawa, and Montreal) and seven US cities (Boise, Boston, Colorado Springs, Minneapolis, Phoenix, San Jose, and Seattle). The ranking integrates the factors and is based on total costs.

Sectors/Subsectors	Actual 2000		Target 2001	Target 2002	Target 2003	Target 2004
	Calgary	Edmonton	Target: To maintain or improve competitive ranking			
Food Processing	2	1				
Health Care Products & Services						
• Pharmaceuticals	3	1				
• Medical Devices	3	1				
Information, Communications and Technology (ICT)						
• Telecommunications Equipment	3	1				
• Software	3	1				
• Electronics	3	1				
Industrial Machinery/Metal Fabrication	3	2				
Plastics	3	2				

OUTPUT INDICATORS:

- 1. Post-appraisal of AED's outgoing trade shows and missions** - Number of companies participating, business contacts made, and qualified sales/investment leads facilitated, as well as the percentage of companies who rate AED as helpful to them in achieving their goals.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Number of companies or organizations participating	281*	300	325	350	375	400
Number of qualified sales/investment leads	1,445	1,500	1,550	1,600	1,650	1,700
% of companies/organizations who rate AED as helpful to them in achieving their goals	Not available	85	90	90	90	90

*The counting methodology for 1999 has been refined. The number is restated to reflect this change.

Supplemental Information: Anticipated value of sales/investment for companies/organizations, as a result of participating in trade shows and missions facilitated by AED.

- 2. Effectiveness of International Offices** - Number of business introductions and qualified sales/investment leads facilitated by international offices and satisfaction of Alberta organizations/companies with the services provided by international offices.

Business Plan	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Total number of business introductions	In 2000/01, baseline data will be collected, which will be used to set future targets.				
Total number of qualified sales/investment leads	In 2000/01, baseline data will be collected, which will be used to set future targets.				
% of client satisfaction with the product/services of international offices	In 2000/01, baseline data will be collected, which will be used to set future targets.				

Supplemental Information: Anticipated value of sales/investment facilitated by international offices.

GOAL 3: ALBERTA IS A GLOBALLY COMPETITIVE TOURISM DESTINATION

OUTCOME INDICATORS:

- 1. Tourism Industry Revenue** - The annual value of all tourism industry revenues in Alberta. This includes expenditures made in Alberta by visitors from overseas, the United States, other Canadian provinces, and residents of Alberta.

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Total Tourism Revenue (\$ billion)	4.2	4.4	4.5	4.8	5.1	5.4
% of Alberta Market Share of total Canadian tourism revenue	13	13	13	13	14	14

- 2. Alberta's market share of Canadian international overnight visitors from Europe, Asia and the United States.**

Business Plan	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Europe %	13.6	13.7	13.8	15.0	16.5	17.0
Asia %	16.0	16.1	16.1	16.5	17.0	18.0
United States %	6.2	6.2	6.4	6.8	7.0	7.5

OUTPUT INDICATORS:

- 1. Partner satisfaction with tourism marketing products and services.**

Business Plan	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
% tourism industry partners satisfaction ^a	80	85	90	90	90

^a Tourism industry partners include in-province, national, and international industry partners.

2. Industry Leveraging - Industry partner's contribution in product marketing with Travel Alberta.

	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Business Plan						
In-Province Leveraging Ratio	1.2:1	1.5:1	1.5:1	1.5:1	1.6:1	1.6:1
International/National Leveraging Ratio	2.5:1	2.6:1	2.7:1	2.7:1	2.8:1	2.8:1

3. Marketing Effectiveness - Volume of information requests by telephone and websites inquiries; and information packages mailed in response to these requests.

	Actual 1999	Forecast 2000	Target 2001	Target 2002	Target 2003	Target 2004
Business Plan						
Call Centre Inquiries*	118,815	110,000	107,000	105,000	103,000	100,000
Number of website user sessions	Not Available	98,000	125,000	150,000	175,000	200,000
Volume of tourism information packages distributed	68,241	100,000	103,000	105,000	107,000	110,000

* Call centre inquiries are anticipated to decrease as website activity increases.

Expense by Core Business

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
EXPENSE						
Core Business						
1. Strategic Leadership for Economic Development Policy and Planning	2,106	2,349	1,967	2,200	2,217	2,257
2. Market Development and Investment Attraction	22,402	26,713	24,823	25,077	25,154	25,456
3. Tourism Marketing and Development	17,536	16,935	18,696	19,145	19,166	19,187
Support Services	4,845	5,144	5,041	5,033	5,087	5,162
Valuation Adjustments and Other Provisions	180	-	180	-	-	-
MINISTRY EXPENSE	47,069	51,141	50,707	51,455	51,624	52,062

Ministry Statement of Operations

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
REVENUE						
Internal Government Transfers	500	-	-	-	-	-
Transfers from Government of Canada	36	339	144	214	29	-
Other Revenue	694	750	750	750	750	750
MINISTRY REVENUE	1,230	1,089	894	964	779	750
EXPENSE						
Program						
Ministry Support Services	4,845	5,144	5,041	5,033	5,087	5,162
Market Development and Investment Attraction	22,402	26,713	24,823	25,077	25,154	25,456
Tourism Marketing and Development	17,536	16,935	18,696	19,145	19,166	19,187
Economic Policy and Planning	2,106	2,349	1,967	2,200	2,217	2,257
Valuation Adjustments and Other Provisions	180	-	180	-	-	-
MINISTRY EXPENSE	47,069	51,141	50,707	51,455	51,624	52,062
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(45,839)	(50,052)	(49,813)	(50,491)	(50,845)	(51,312)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1999-2000 Actual	Comparable 2000-01 Budget	Comparable 2000-01 Prelim. Actual	2001-02 Estimates	2002-03 Target	2003-04 Target
Ministry Revenue	1,230	1,089	894	964	779	750
Inter-ministry consolidation adjustments	(500)	-	-	-	-	-
Consolidated Revenue	730	1,089	894	964	779	750
Ministry Program Expense	47,069	51,141	50,707	51,455	51,624	52,062
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	47,069	51,141	50,707	51,455	51,624	52,062
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(46,339)	(50,052)	(49,813)	(50,491)	(50,845)	(51,312)